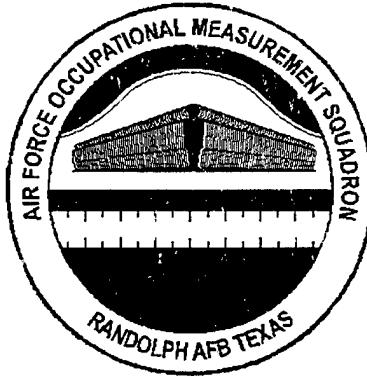


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UNITED STATES AIR FORCE

OCCUPATIONAL SURVEY REPORT

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PUBLIC AFFAIRS

AFSC 3N0X1

OSSN 2287

APRIL 1998

OCCUPATIONAL ANALYSIS PROGRAM
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON
AIR EDUCATION AND TRAINING COMMAND
1550 5TH STREET EAST
RANDOLPH AFB, TEXAS 78150-4449

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PREFACE

This report presents the results of an Air Force Special Occupational Survey of the Public Affairs career ladder, Air Force Specialty Code (AFSC) 3N0X1. Authority for conducting occupational surveys is contained in AFI 36-2623. Copies of this report and pertinent computer printouts are distributed to the Air Force Functional Manager, the operations training location, all major using commands, and other interested operations and training officials.

The survey instrument was developed by First Lieutenant Nicole H. Raney, Inventory Development Specialist, with computer programming support furnished by Mr. Tyrone Hill and administrative support provided by Mr. Richard G. Ramos. Second Lieutenant Charlie L. Law, Occupational Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved Lieutenant Colonel Roger W. Barnes, Chief, Airman Analysis Section, Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS).

Additional copies of this report can be obtained by writing to AFOMS/OMYXI, 1550 5th Street East, Randolph Air Force Base Texas 78150-4449, or by calling DSN 487-6623. For information on the Air Force occupational survey process or other on-going projects, visit our web site at <http://www.omsq.af.mil>.

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SUMMARY OF RESULTS

1. **Survey Coverage:** The Public Affairs career ladder was surveyed to obtain current job and task data for use in examining training programs. The survey was conducted jointly with the Radio and Television Broadcasting career ladder (AFSC 3N0X2). Survey results are based on responses from 518 respondents in both the 3N0X1 and 3N0X2 career fields. There are 265 3N0X1 personnel in the current study. This represents 52 percent of all assigned 3N0X1 personnel. The Air National Guard (ANG), Air Force Reserve (AFRC) and all major commands are satisfactorily represented in the survey sample.
2. **Specialty Jobs:** Two clusters and four independent jobs were identified in the career ladder structure analysis. The two clusters were Writing and Editing and Supervisors. Four independent jobs were also identified: Instructors, Community Relations, Media Relations, and Resource Managers.
3. **Career Ladder Progression:** Nearly all 3-skill level personnel perform mostly writing and editing tasks, although a portion of their time is also spent on photography related tasks. Although 5-skill level personnel still perform mostly writing and editing tasks, they also have a minimal supervisory aspect. The 7-skill level members devote most of their time to supervisory/management duties; however, some of their time is still spent performing writing and editing tasks. The 9- and CEM-skill levels perform mostly supervisory related tasks.
4. **Job Satisfaction Analysis:** The majority of job satisfaction measures for the AFSC 3N0X1 were high. Group incumbents are generally more satisfied than other career ladders in a comparative sample; however, the rate of intended reenlistment was somewhat low for the 1-48 and 49-96 month TAFMS groups. As might be expected, those jobs and clusters with more experienced personnel tended to have the highest expressed levels of job satisfaction.
5. **Training Analysis:** A match of survey data to the AFSC 3N0X1 Specialty Training Standard (STS) identified several tasks not referenced to the STS. This included all of the tasks related to new technology such as the World Wide Web and several broadcasting tasks. Career ladder functional managers and training personnel should carefully review the unsupported STS items to justify their continued inclusion in the training documents.
6. **Implications:** Career ladder progression is normal, showing a movement away from the writing and editing tasks common at the lower skill levels as the incumbents move toward the 7-skill level; however, personnel at the 5- and 7-skill levels are still performing a number of writing and editing tasks.

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**OCCUPATIONAL SURVEY REPORT (OSR)
PUBLIC AFFAIRS CAREER LADDER
(AFSC 3N0X1)**

INTRODUCTION

This is a report of an occupational survey of the Public Affairs career ladder, completed by the Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS). This survey was completed as part of a 5-year cycle. The current Specialty Training Standard (STS) is dated May 1995. The last occupational survey for this career ladder was published in November 1993.

Background

As described in the AFMAN 36-2108 *Specialty Description*, dated 31 October 1997, members of the Public Affairs career ladder plan, organize, coordinate, and conduct internal, community relations, and media relations communications activities. In addition, personnel engage in print and broadcast journalism, including writing, editing, and publishing newspapers, periodicals, guides, pamphlets, fact sheets, and radio and television scripts. Personnel in the Public Affairs career field also prepare and release news for internal and civilian media, arrange and conduct tours, and conduct community relations activities.

All members are required to attend the G5AB3N031-001 Basic Journalism Course. The course, offered at Ft Meade MD, is 12 weeks long. Entry into the career ladder currently requires Armed Forces Vocational Aptitude Battery minimum scores of 69, and the strength factor of "G" (weight lift of 40 lbs) must be met or exceeded. In addition, personnel must have a knowledge of English composition, grammar, and spelling, and the ability to type 20 words per minute for entry into this specialty.

SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) OSSN 2287, dated February 1997. A tentative task list was prepared after reviewing pertinent career ladder publications and directives, tasks from the previous survey instrument, and data

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from the last OSR. The preliminary task list was refined and validated through personal interviews with 72 Subject-Matter Experts (SMEs) (selected to cover a variety of major commands (MAJCOMs) of the 3N0X1 and 3N0X2 career fields), at the following locations:

<u>BASE</u>	<u>UNIT</u>
FT MEADE MD	DINFOS/PAD
RANDOLPH AFB TX	HQ AETC/PA
RANDOLPH AFB TX	HQ AFRS/PA
KELLY AFB TX	HQ AFBS/CCE
LAUGHLIN AFB TX	47 FTW/PA
PENTAGON DC	SAF/PAR
LANGLEY AFB VA	1 FW/PA
DOVER AFB DE	436 AW/PA
MT HOME AFB ID	366 WING/PA
RANDOLPH AFB TX	AFOMS/OMD SKT TEAM
HURLBURT FIELD FL	16 SOW/PA
EGLIN AFB FL	AFDTC/PA
RAMSTEIN AB GE	AFBS/OLA
RAMSTEIN AB GE	86 AW/PA
RAMSTEIN AB GE	HQ USAFE/PA
SPANGDAHLEM AB GE	AFBS/DET 9

Others contacted included Air Force Personnel Center (AFPC) classification personnel, functional and resource managers, and the Air Force Career Field Manager.

The resulting JI contained a comprehensive listing of 812 tasks grouped under 14 duty headings and a background section requesting such information as grade, duty title, functional area, component status, types of equipment operated, job satisfaction, and forms used.

Survey Administration

In July 1997 there were 514 Active Duty members assigned to the 3N0X1 career ladder. Additionally, there were 149 Air Force Reserve (AFRC) personnel, and 119 Air National Guard (ANG) personnel assigned to the career ladder. Base Training Offices at operational bases worldwide administered the inventory to 449 active duty, 140 AFRC, and 110 ANG members eligible AFSC 3N0X1 members. Members eligible for this survey consisted of the total assigned 3-, 5-, and 7-skill levels, excluding the following: (1) hospitalized personnel; (2) personnel in transition for a permanent change of station; (3) personnel retiring during the time the JIs were administered to the field; and (4) personnel in their job less than 6 weeks. Job incumbents were selected from a computer-generated mailing list obtained from personnel data tapes maintained by AFPC, Randolph AFB TX.

Respondents were asked to complete an identification and biographical information section first and go through the booklet and check each task performed in their current job. After checking all tasks performed, respondents then rated each of these tasks on a 9-point scale showing relative time spent on that task, as compared to all other tasks checked. The ratings ranged from 1 (very small amount time spent) through 5 (about average time spent) to 9 (very large amount time spent).

To determine relative time spent for each task checked by a respondent, all of the incumbent's ratings are assumed to account for 100 percent of their time spent on the job and are summed. Each task rating is then divided by the total task ratings and multiplied by 100 to provide a relative percentage of time for each task. This procedure provides a basis for comparing tasks in terms of both percent members performing and average percent time spent.

Survey Sample

The final AFSC 3N0X1 and AFSC 3N0X2 survey sample includes responses from 518 job incumbents, of which 265 were Active Duty 3N0X1 personnel. In addition, 36 ANG and 42 AFRC personnel were included in the survey sample. Table 1 reflects the MAJCOM distribution of assigned AFSC 3N0X1 personnel for Active Duty, ANG and AFRC personnel. The Active Duty personnel represent 52 percent of the assigned Active Duty AFSC 3N0X1 personnel. The ANG personnel represent 30 percent of all assigned ANG personnel, while the AFRC represents 28 percent of all assigned AFRC personnel. Table 2 reflects the distribution by paygrade and component status. These figures show that the sample is representative of the total population.

TABLE 1
MAJCOM REPRESENTATION OF ACTIVE DUTY AFSC 3N0X1 SAMPLE

<u>MAJOR COMMAND</u>	<u>PERCENT OF ASSIGNED*</u>	<u>PERCENT OF SAMPLE</u>
ACC	20	23
AETC	19	22
AFMC	5	6
AFNEWS	5	3
AFSPC	7	8
AMC	13	15
PACAF	9	7
USAFE	6	5
*OTHER	16	11

*Other includes: THCG, AFDW, AFOSI, AFOTE, AFPC, AFRES, AFSOC, AFTAC, AIA, ANG, AWS, CMA, CQM, DDS, ELM, EUR, HQ US, NORAD, PACOM, STRAT, USAFA, USEUC, USSOU, ZBK, ZBL

	<u>AFSC 3N0X1 ACTIVE DUTY</u>	<u>AFSC 3N0X1 GUARD</u>	<u>AFSC 3N0X1 RESERVE</u>
TOTAL ASSIGNED	514	119	149
TOTAL ELIGIBLE	449	110	140
TOTAL IN SAMPLE	265	36	42
PERCENT OF ASSIGNED IN SAMPLE	52%	30%	28%
PERCENT OF ELIGIBLE IN SAMPLE	59%	33%	30%

* Assigned strength as of October 1996

** Excludes personnel in PCS, student, or hospital status, or less than 6 weeks on the job

TABLE 2
PAYGRADE DISTRIBUTION OF SURVEY SAMPLE FOR AFSC 3N0X1

<u>PAYGRADE</u>	PERCENT OF ACTIVE DUTY		PERCENT OF AIR RESERVE		PERCENT OF AIR GUARD	
	<u>ASSIGNED</u>	<u>SAMPLE</u>	<u>ASSIGNED</u>	<u>SAMPLE</u>	<u>ASSIGNED</u>	<u>SAMPLE</u>
E-1 to E-3	16	22	1	-	-	-
E-4	21	27	12	10	9	6
E-5	26	28	26	31	32	11
E-6	18	15	50	43	33	64
E-7	14	8	10	17	20	19
E-8	3	-	-	-	5	-
E-9	2	-	1	-	1	-

* Assigned strength as of July 1997

NOTE: Columns may not add to 100 percent due to rounding

Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Task factor information is needed for a complete analysis of the career ladder. While most participants in the survey process completed a USAF JI, selected senior AFSC 3NOX1 personnel were also asked to complete booklets providing judgments on task training emphasis (TE) or task difficulty (TD). The information gained from task factor data is used in various analyses and is a valuable part of the training decision process.

Training Emphasis (TE). TE is a rating of the amount of emphasis that should be placed on tasks in entry-level training. The 22 senior NCOs from the career ladder who completed a TE booklet were asked to select tasks they felt required some structured training for entry-level personnel and then indicate how much training emphasis these tasks should receive, from 1 (extremely low emphasis) to 10 (extremely high emphasis). Structured training is defined as training provided at resident technical schools, field training detachments, mobile training teams, formal on-the-job training (OJT), or any other organized training method. There was agreement among the 22 raters as to which tasks require some form of structured training and which do not. The average TE rating was 2.38, with a standard deviation of 1.48. Any task with a TE rating of 3.86 or above is considered to have high training emphasis.

Task Difficulty (TD). TD is an estimate of the amount of time needed to learn how to do each task satisfactorily. The 34 senior NCOs who completed TD booklets were asked to rate the difficulty of each task using a 10-point scale (i.e., extremely low to extremely high). Ratings were standardized so tasks have an average difficulty of 5.00, with a standard deviation of 1.00. Any task with a TD rating of 6.00 or above is considered difficult to learn.

When used in conjunction with the primary criterion of percent members performing, TD and TE ratings can provide insight into first-enlistment personnel training requirements. Such insights may suggest a need for lengthening or shortening portions of instruction supporting Air Force Specialty entry-level jobs.

SPECIALTY JOBS (Career Ladder Structure)

The occupational analysis process begins with an examination of the career ladder structure. The structure of jobs within the Aircraft Electrical and Environmental Systems career ladder was examined on the basis of similarity of tasks performed and the relative percent of time spent ratings provided by job incumbents, independent of other specialty background factors.

The first step in the analysis process is to identify the structure of the career ladder in terms of the jobs performed by respondents. The Comprehensive Occupational Data Analysis Program (CODAP) assists by creating an individual job description for each respondent based on the tasks

performed and the relative amount of time spent on tasks. The CODAP automated job clustering program then compares all the individual job descriptions, locates the two descriptions with the most similar tasks and time spent ratings, and combines them to form a composite job description. In successive stages, new members are added to this initial group, or new groups are formed based on the similarity of tasks and time spent ratings.

The basic group used in this hierarchical clustering process is the *Job*. When two or more jobs have a substantial degree of similarity in tasks performed and time spent on tasks, they are grouped together and identified as a *Cluster*. The structure of the career ladder is then defined in terms of jobs and clusters of jobs. The resulting job structure information can be used to evaluate the accuracy of career ladder documents (i.e., AFMAN 36-2108 *Specialty Descriptions*, the Career Field Education and Training Plan, and STSs), as well as to gain a better understanding of current utilization patterns. The above terminology will be used in the discussion of the AFSC 3N0XX career ladder structure.

Overview of Specialty Jobs

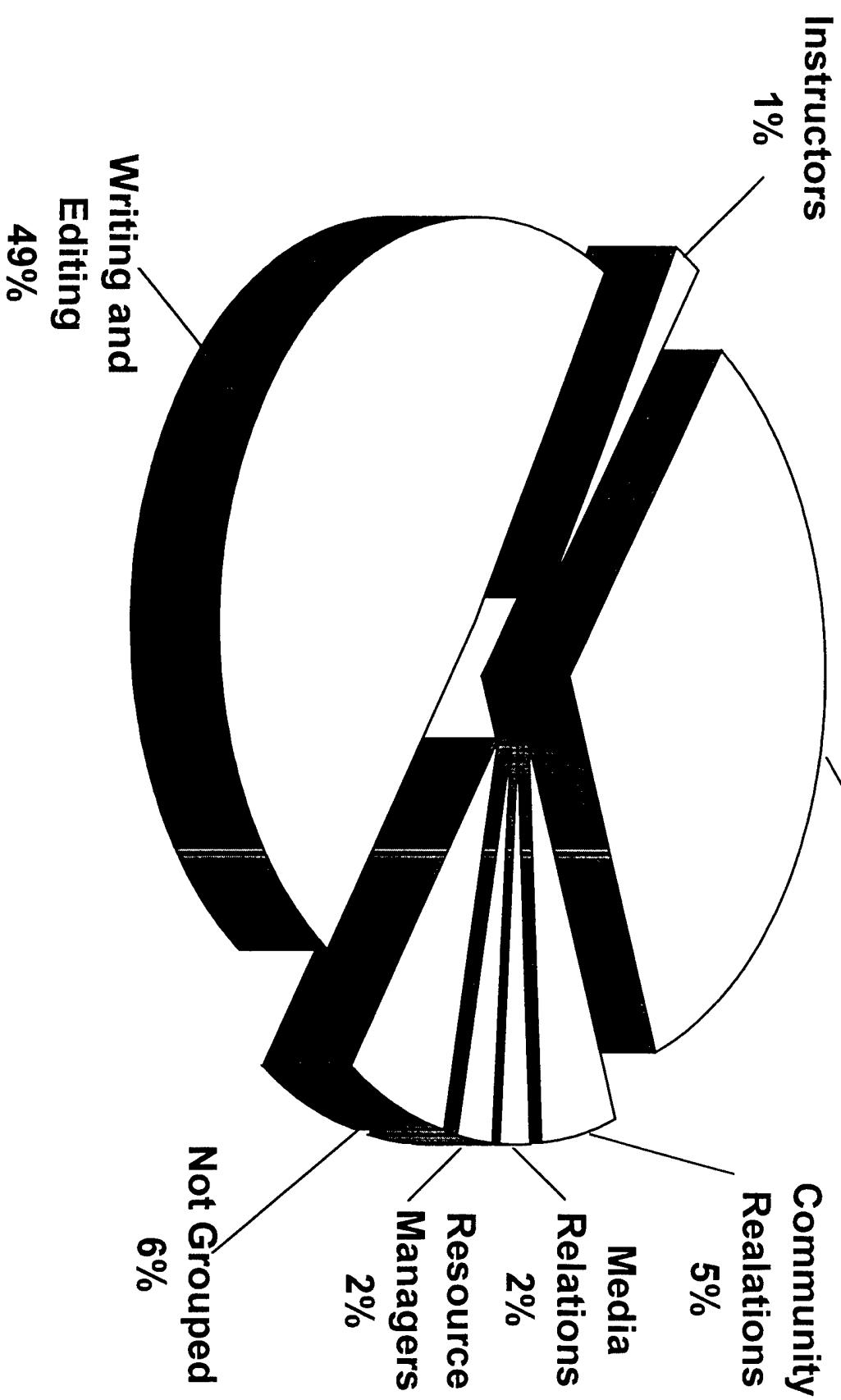
A listing of these jobs and job clusters is provided below and is illustrated in Figure 1. The stage (STG) number shown beside each title references computer printed information, and the letter "N" represents the number of personnel in each group.

- I. WRITING AND EDITING CLUSTER (STG064, N=167)
- II. INSTRUCTOR JOB (STG092, N=5)
- III. SUPERVISOR CLUSTER (STG059, N=119)
- IV. COMMUNITY RELATIONS JOB (STG057, N=16)
- V. MEDIA RELATIONS JOB (STG087, N=6)
- VI. RESOURCE MANAGERS JOB (STG079, N=8)

The respondents forming these jobs account for 94 percent of the survey sample. The remaining 6 percent were performing tasks or series of tasks which did not group with any of the defined jobs. This percentage of Not Grouped could be attributed to the joint study with the Radio and Television Broadcasting career field.

3NOX1CAREER LADDER JOBS

FIGURE 1 Supervisors



Group Descriptions

The following paragraphs contain brief descriptions of the jobs and cluster identified through the career ladder structure analysis. Table 3 presents the relative time spent on duties by members of these specialty jobs, while Table 4 provides demographic information for each job discussed within this report. Representative tasks for all the groups are contained in Appendix A1.

I. WRITING AND EDITING CLUSTER (STG064). The 167 members of this cluster comprise 39 percent of the survey sample. This cluster is the largest job or cluster identified. Thirty-four percent of their time is spent performing writing tasks, and 22 percent of their time is spent performing editing tasks. Their writing tasks include writing articles, cutlines, captions, headlines, and various other publications. Personnel also edit articles, cutlines, captions, headlines and various other publications. Members of this cluster spent 16 percent of their time performing photography related tasks, which is more time than any other job or cluster. The members of this job perform an average of 97 tasks, which is fairly average when compared to the other jobs and clusters. Members of this job are distinguished by the time they spend on the following tasks:

- conduct telephone interviews for print
- write news articles
- conduct face-to-face interviews for print
- obtain cutline information
- write feature stories for print
- write cutlines
- check copy for style
- write headlines
- edit feature articles
- edit news articles

Most of the personnel in this job hold the 5-skill level and are in paygrades E-1 through E-5. Seventy-five percent of the Writing and Editing Cluster are Active Duty, while the AFRC represents 13 percent and the ANG represents 12 percent of this cluster. Only 20 percent report having supervisory responsibilities.

II. INSTRUCTOR JOB (STG092). Comprising 1 percent of the survey sample, this job includes 5 members who are responsible for training related duties. Much of their time is spent either performing training specific or general supervisory tasks. Thirteen percent of their time is spent performing training duties. Additionally, 33 percent of their time is spent performing management and supervisory duties. This high percentage of supervisory tasks is not surprising since most instructors are senior level personnel and have supervisory responsibilities.

TABLE 3

RELATIVE PERCENT TIME SPENT PERFORMING DUTIES BY SPECIALTY JOBS FOR AFSC 3N0X1

DUTIES	WRITING AND EDITING (STG064) (N=167)	INSTRUCTOR (STG092) (N=5)	SUPERVISOR (STG059) (N=119)
A GENERAL BROADCASTING ACTIVITIES	1	1	1
B TELEVISION BROADCASTING ACTIVITIES	*	-	*
C RADIO BROADCASTING ACTIVITIES	*	-	*
D WRITING	34	13	13
E EDITING	22	10	10
F COMMUNITY RELATIONS	3	2	9
G MEDIA RELATIONS	3	4	18
H INTERNAL INFORMATION	9	8	10
I PHOTOGRAPHY	16	7	7
J PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	5	33	19
K PERFORMING TRAINING ACTIVITIES	1	13	3
L PERFORMING GENERAL ADMINISTRATIVE ACTIVITIES	3	5	4
M PERFORMING GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	1	2	3
N PERFORMING MOBILITY AND CONTINGENCY ACTIVITIES	2	2	5

* Denotes less than 1 percent

TABLE 3 (CONTINUED)

RELATIVE PERCENT TIME SPENT PERFORMING DUTIES BY SPECIALTY JOBS FOR AFSC 3N0X1

DUTIES	COMMUNITY RELATIONS (STG057) (N=16)	MEDIA RELATIONS (STG087) (N=6)	RESOURCE MANAGERS (STG079) (N=8)
A GENERAL BROADCASTING ACTIVITIES	*	2	*
B TELEVISION BROADCASTING ACTIVITIES	*	-	*
C RADIO BROADCASTING ACTIVITIES	*	-	-
D WRITING	11	22	1
E EDITING	2	1	*
F COMMUNITY RELATIONS	52	1	1
G MEDIA RELATIONS	4	60	2
H INTERNAL INFORMATION	4	3	1
I PHOTOGRAPHY	4	1	*
J PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	8	3	50
K PERFORMING TRAINING ACTIVITIES	2	-	5
L PERFORMING GENERAL ADMINISTRATIVE ACTIVITIES	4	6	10
M PERFORMING GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	4	*	7
N PERFORMING MOBILITY AND CONTINGENCY ACTIVITIES	4	1	21

* Denotes less than 1 percent

TABLE 4
SELECTED BACKGROUND DATA FOR SPECIALTY JOBS FOR AFSC 3N0X1

	WRITERS (STG064)	INSTRUCTORS (STG092)	SUPERVISOR (STG059)
NUMBER IN GROUP	167	5	119
PERCENT OF SAMPLE	39%	1%	28%
PERCENT IN CONUS	20%	0%	13%
 DAFSC DISTRIBUTION:			
3N031	29%	0%	6%
3N051	43%	0%	29%
3N071	27%	80%	60%
3N090/00	0%	20%	5%
OTHER**	1%	0%	0%
 COMPONENT STATUS			
ACTIVE DUTY	75%	60%	75%
AIR FORCE RESERVES (AFRES)	13%	20%	12%
AIR NATIONAL GUARD (ANG)	12%	20%	14%
 PAYGRADE DISTRIBUTION:			
E-1 to E-3	27%	0%	3%
E-4	29%	0%	15%
E-5	20%	0%	31%
E-6	19%	40%	29%
E-7	5%	60%	21%
E-8	0%	0%	1%
E-9	0%	0%	0%
 PERCENT SUPERVISING	20%	100%	50%
AVERAGE NUMBER OF TASKS PERFORMED	97	140	271

* Denotes less than 1 percent

** Other includes personnel from DAFSC 3N0X2

TABLE 4 (CONTINUED)
SELECTED BACKGROUND DATA FOR SPECIALTY JOBS FOR AFSC 3N0X1

	COMMUNITY RELATIONS (STG057)	MEDIA RELATIONS (STG087)	RESOURCE MANAGERS (STG079)
NUMBER IN GROUP	16	6	8
PERCENT OF SAMPLE	4%	1%	2%
PERCENT IN CONUS	6%	33%	25%
<hr/>			
DAFSC DISTRIBUTION:			
3N031	31%	17%	0%
3N051	56%	83%	0%
3N071	13%	0%	50%
3N090/00	0%	0%	28%
OTHER**	0%	0%	13%
<hr/>			
COMPONENT STATUS			
ACTIVE DUTY	100%	100%	100%
AIR FORCE RESERVES (AFRES)	0%	0%	0%
AIR NATIONAL GUARD (ANG)	0%	0%	0%
<hr/>			
PAYGRADE DISTRIBUTION:			
E-1 to E-3	25%	0%	0%
E-4	31%	67%	0%
E-5	44%	17%	0%
E-6	0%	17%	0%
E-7	0%	0%	63%
E-8	0%	0%	13%
E-9	0%	0%	25%
<hr/>			
PERCENT SUPERVISING	31%	0%	25%
AVERAGE NUMBER OF TASKS PERFORMED	96	53	97

* Denotes less than 1 percent

** Other includes 3N0X2 personnel

Sixty percent of the personnel in the Instructor Job were Active Duty. The ANG and AFRC both represented 20 percent of the Instructor Job. Personnel in the Instructor Job perform an average of 140 tasks. This number is high when compared to other clusters and jobs. Some of the tasks which distinguish this cluster are:

- conduct public affairs-specific OJT
- supervise military personnel
- evaluate effectiveness of training programs, plans, or procedures
- evaluate personnel to determine training needs
- develop or maintain training records
- determine training requirements
- evaluate progress of trainees
- direct training functions
- develop training materials or aids

The predominant skill level for this job was the 7-skill level. Personnel in the Instructor Job are in either paygrade E-6 or E-7. One-hundred percent of the personnel in this cluster report supervising others, which is expected from instructors.

III. SUPERVISOR CLUSTER (STG059). The 119 members in this cluster compose 28 percent of the survey. This is the second largest cluster or job identified. Personnel in this cluster spend the majority of their time performing management and supervisor activities. This includes counseling subordinates, conducting and attending meetings, and critiquing and determining different aspects of the Public Affairs career ladder. Members of this cluster also perform a variety of other duties. Eighteen percent of their time is spent performing media relations duties, while 13 percent of their time is used to perform writing activities. The personnel in this cluster differ from the Writing and Editing Cluster and the Media Relations Job because of the large number of supervisory tasks they perform. These personnel are writing and media relations supervisors. Overall, an average of 271 tasks are performed by personnel in this cluster, which is the highest of any other clusters and jobs. This high number of tasks performed is expected since personnel in this cluster are performing not only the technical tasks associated with the Public Affairs career ladder, but also the supervisory tasks required of their position. Tasks that distinguish this cluster include:

- counsel personnel concerning public affairs matters
- critique newspapers, magazines, or news releases
- counsel personnel concerning public affairs matters
- determine sources to be interviewed
- escort news media representatives
- critique newspapers, magazines, or news releases
- review releases for security, accuracy, policy, and propriety

determine or establish work assignments or priorities

The majority of the personnel in this cluster are 7-skill level. A high percentage of personnel are also 5-skill level, with only 6 percent of the cluster at the 3-skill level. Most personnel in this cluster were in paygrades E-5 and E-6. Fifty percent of the personnel in this cluster report supervising responsibilities.

IV. COMMUNITY RELATIONS JOB (STG057). All of the 16 members in this job are Active Duty. This job comprises 4 percent of the survey sample. Members of this job primarily work on matters concerning community relations, such as arranging for military support of community activities and planning and conducting tours for community leaders. Fifty-two percent of their time is spent performing community relations activities, which is higher than any other job group. An average of 96 tasks are performed, which is about average when compared to other jobs and clusters. Most of those tasks are very specialized to community relations duties. Some tasks which are representative of the job are:

- arrange for military or civilian speakers
- arrange service participation in community activities
- respond to noise complaints
- document noise complaints
- research answers to community inquiries
- plan installation tours, other than in-house organizational tours
- coordinate community relations projects or activities with appropriate agencies

The personnel in the community relations job are primarily at 5-skill level, with 56 percent at that level. Additionally, 31 percent are at the 3-skill level, and only 13 percent are at the 7-skill level. The predominant paygrades are E-4 and E-5, and there are not any personnel over paygrade E-5. The percent supervising is only 31 percent for this job, which is fairly low when compared to any other job group.

V. MEDIA RELATIONS JOB (STG087). The 6 members of this job represent 1 percent of the survey sample. The Media Relations Job is the second smallest job identified. Members of this job are responsible for the duties regarding all forms of media. Sixty percent of their time is spent performing media relations duties. This percentage is higher than any other job or cluster. Personnel in this job also spend 22 percent of their time performing writing activities. This is not surprising since the media and writing are very closely related. Members of this cluster performed an average of 53 tasks. This is the lowest percentage when compared to the other job groups. This low percentage of tasks performed indicate that the Media Relations Job is very specialized. Representative tasks performed by members of this job include:

- write releases for print media
- arrange media visits to units
- brief subjects prior to interviews
- arrange for media to interview spokespersons
- release news items to the media
- arrange transportation or access or media
- prepare responses to media queries
- escort news media representatives
- log media queries
- maintain external media contact or distribution lists

Eighty-three percent of the members in the media relations job are at the 5-skill level, while the other 17 percent are at the 3-skill level. All of the members in this job are active duty. Most of the personnel are paygrade E-4. None of the personnel in this job report to supervising other personnel.

VI. RESOURCE MANAGERS JOB (STG079). The eight members forming this job are primarily responsible for mobility related functions. Members of this job perform tasks such as developing, evaluating, and maintaining contingency and emergency plans, and handling Temporary Duty (TDY) requests. Fifty percent of their time is spent performing these management and supervisory activities. Additionally, 21 percent of their time is spent performing mobility and contingency activities. This high percentage of time spent on mobility related duties is higher than any other job or cluster. The average number of tasks performed is 97 for members in the Resource Managers Job. This job is distinguished by the following tasks:

- evaluate mobility, contingency, disaster preparedness, or unit emergency or alert plans
- maintain or update contingency plans, mobility plans, or base support plans
- conduct staff assistance visits, inspections, or audits
- provide input for public affairs annex to contingency plans
- evaluate budget requirements
- draft budget requirements
- initiate requests for TDY orders
- coordinate requests for TDY orders with appropriate agencies

Fifty percent of the Resource Managers are at the 7-skill level. Sixty-three percent of the personnel in this job have the paygrade E-7. Additionally, 13 percent are in paygrade E-8, and

25 percent are in paygrade E-9. All of the personnel in this job are Active Duty. Twenty-five percent of the personnel in this job report supervising.

Comparison of Current Jobs to Previous Survey Findings

The previous OSR, completed in November 1993, surveyed the Public Affairs, Journalist and Broadcasting personnel across all of the services. Since the current study only surveyed the Public Affairs and Radio and Television Broadcasting career fields, it is not feasible to compare the results of the current study to the previous OSR.

Summary

Utilizing the special job-identifying techniques described at the beginning of this section, four jobs and two clusters were identified in the career ladder structure analysis. The Writing and Editing and Supervisor clusters together account for two-thirds of the personnel in the survey.

ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational survey. The DAFSC analysis identifies differences in tasks performed at the various skill levels. This information may then be used to evaluate how well career ladder documents, such as the AFMAN 36-2108 *Specialty Description* and the STS, reflect what career ladder personnel are actually doing in the field.

The distribution of skill-level groups across the career ladder jobs is displayed in Table 5, while Table 6 offers another perspective by displaying the average percent time spent on each duty across the skill-level groups. Both 3- and 5-skill level groups perform mostly writing and editing duties, while also performing some photography duties. Seven-skill level members report a large amount of their job time is spent on supervisory duties, although personnel at the 7-skill level still devote time to writing and editing duties (see Table 6). This indicates a career ladder with a high level of writing and editing duties for all personnel up to and including 7-skill level personnel.

Skill-Level Descriptions

DAFSC 3N031. The 67 airmen at the 3-skill level (representing 20 percent of the survey sample), perform an average of 93 tasks. This low number is expected because the personnel are primarily in their first enlistment and doing a small number of writing and editing tasks.

Seventy-three percent of the 3-skill level are grouped into the Writing and Editing Cluster (Table 5). Tables 6 and 7 show average percent time spent performing duties by skill level. Table 6 includes the entire sample, while Table 7 is broken down into active duty personnel only. As shown in Table 6, 30 percent of all respondents' time is spent performing writing activities, while 21 percent of their time is spent performing editing activities. Additionally, 17 percent of 3-skill level respondents' time is spent performing photography activities. Their job focus is shown in Tables 10 and 11, which lists representative tasks performed by the 3-skill level incumbents for the total sample and the active duty respondents. Since there were only two respondents for the AFRC and no respondents for the ANG at the 3-skill level, there are no tables listing representative tasks for those components.

DAFSC 3N051. The 132 airmen in the 5-skill level (39 percent of the survey sample) perform an average of 133 tasks. As with 3-skill level personnel, the largest percentages of 5-skill level incumbents work in the Writing and Editing Cluster. As shown in Table 6, 25 percent of the respondents' time is spent performing writing activities, and 15 percent of their time is spent performing editing activities. Additionally, the 5-skill level personnel are spending more time on supervisory duties (12 percent), and community and media relations activities (10 percent each). Tables 7 and 8 show similar information broken down by components. Table 7 displays the time spent performing duties by active duty personnel, while Table 8 demonstrates time spent on duties by AFRC personnel. Tables 12 through 14 list representative tasks performed by Total sample, Active Duty, and AFRC respectively. These tables show similar tasks performed for both the active duty and the AFRC. Personnel at this level are performing mostly writing and editing tasks, such as conducting interviews and writing articles. Time spent on tasks is very similar across the active duty and AFRC. Tables 15 and 16 show those tasks which best differentiate the 3- and 5-skill levels for total sample and for Active Duty. A comparison was not done for AFRC since there were only two respondents for the 3-skill level. These tables demonstrate that 5-skill level respondents are spending more time on supervisory tasks such as evaluating and coordinating.

DAFSC 3N071. The 144 NCOs in the 7-skill level (42 percent of the survey sample) perform an average of 192 tasks. Table 6 outlines the duties performed by the total sample 7-skill level, while Tables 7 through 9 show this same information broken down by component status. As Table 5 demonstrates, unlike their junior counterparts at the 3- and 5-skill levels, 49 percent of the total sample were grouped into the Supervisor Cluster. Fifty-six percent of the Active Duty 7-skill level personnel were in the Supervisor Cluster, while 46 percent of the AFRC and 33 percent of the ANG were grouped into the Supervisor Cluster. Thirty-one percent of the 7-skill level sample are in the Writing and Editing Cluster. Forty-two percent of the AFRC 7-skill level personnel, and 58 percent of the ANG 7-skill level personnel are in the Writing and Editing Cluster. Tables 17 through 20 list the most common tasks performed by 7-skill level personnel. Tables 21 through 23 show those tasks which best differentiate the 5- and 7-skill levels. As expected, the key difference at the 7-skill level is greater emphasis on supervision and administration, with less emphasis on writing and editing tasks.

TABLE 5

DISTRIBUTION OF AFSC 3N0X1 MEMBERS ACROSS SPECIALTY JOBS
(PERCENT MEMBERS RESPONDING)

SPECIALTY JOBS	3N031			3N051			3N071			
	TOTAL (N=67)	ACTIVE (N=65)	RES (N=2)	TOTAL (N=132)	ACTIVE (N=118)	RES (N=14)	TOTAL (N=144)	ACTIVE (N=82)	RES (N=26)	ANG (N=36)
I. WRITING AND EDITING	73	74	50	55	54	57	31	16	42	58
II. INSTRUCTOR	0	0	0	0	0	0	3	2	4	3
III. SUPERVISOR	10	9	50	27	28	21	49	56	46	33
IV. COMMUNITY RELATIONS	8	8	0	7	8	0	1	1	2	0
V. MEDIA RELATIONS	2	2	0	4	4	0	0	0	0	0
VI. RESOURCE MANAGERS	0	0	0	0	0	0	3	5	0	0
NOT GROUPED	7	7	0	7	6	22	13	19	8	6

TABLE 6

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES BY TOTAL DAFSC 3N0X1 GROUPS
(RELATIVE PERCENT OF JOB TIME)

DUTIES	DAFSC 3N031 (N=67)	DAFSC 3N051 (N=132)	DAFSC 3N071 (N=144)	DAFSC 3N090/00 (N=14)
A GENERAL BROADCASTING ACTIVITIES	1	1	1	*
B TELEVISION BROADCASTING ACTIVITIES	1	*	1	*
C RADIO BROADCASTING ACTIVITIES	1	*	*	-
D WRITING	30	25	17	4
E EDITING	21	15	13	3
F COMMUNITY RELATIONS	7	10	8	2
G MEDIA RELATIONS	5	10	11	10
H INTERNAL INFORMATION	8	9	8	4
I PHOTOGRAPHY	17	12	8	2
J PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	3	8	17	44
K PERFORMING TRAINING ACTIVITIES	*	1	4	7
L PERFORMING GENERAL ADMINISTRATIVE ACTIVITIES	2	3	5	8
M PERFORMING GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	1	2	3	6
N PERFORMING MOBILITY AND CONTINGENCY ACTIVITIES	2	2	5	8

* Denotes less than 1 percent

NOTE: Columns may not add up to 100 percent due to rounding

TABLE 7

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES BY ACTIVE DUTY DAFSC 3N0X1 GROUPS
(RELATIVE PERCENT OF JOB TIME)

DUTIES	DAFSC 3N031 (N=65)	DAFSC 3N051 (N=118)	DAFSC 3N071 (N=82)	DAFSC 3N090/00 (N=14)
A GENERAL BROADCASTING ACTIVITIES	1	1	1	*
B TELEVISION BROADCASTING ACTIVITIES	1	*	1	*
C RADIO BROADCASTING ACTIVITIES	1	*	*	-
D WRITING	31	24	13	4
E EDITING	21	15	9	3
F COMMUNITY RELATIONS	7	10	9	2
G MEDIA RELATIONS	5	11	12	10
H INTERNAL INFORMATION	8	10	8	4
I PHOTOGRAPHY	17	12	7	2
J PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	3	8	21	44
K PERFORMING TRAINING ACTIVITIES	*	1	4	7
L PERFORMING GENERAL ADMINISTRATIVE ACTIVITIES	2	3	5	8
M PERFORMING GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	1	2	5	6
N PERFORMING MOBILITY AND CONTINGENCY ACTIVITIES	2	2	5	8

* Denotes less than 1 percent

NOTE: Columns may not add up to 100 percent due to rounding

TABLE 8

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES BY AFRES DAFSC 3N0X1 GROUPS
 (RELATIVE PERCENT OF JOB TIME)

DUTIES	DAFSC 3N051 (N=14)	DAFSC 3N071 (N=26)
A GENERAL BROADCASTING ACTIVITIES	3	2
B TELEVISION BROADCASTING ACTIVITIES	*	1
C RADIO BROADCASTING ACTIVITIES	*	*
D WRITING	31	20
E EDITING	11	17
F COMMUNITY RELATIONS	9	9
G MEDIA RELATIONS	8	10
H INTERNAL INFORMATION	6	7
I PHOTOGRAPHY	15	10
J PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	4	12
K PERFORMING TRAINING ACTIVITIES	1	4
L PERFORMING GENERAL ADMINISTRATIVE ACTIVITIES	4	3
M PERFORMING GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	3	2
N PERFORMING MOBILITY AND CONTINGENCY ACTIVITIES	4	4

* Denotes less than 1 percent

NOTE: Columns may not add up to 100 percent due to rounding

TABLE 9

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES BY ANG DAFSC 3N0X1 GROUPS
 (RELATIVE PERCENT OF JOB TIME)

DUTIES	DAFSC 3N071 (N=36)
A GENERAL BROADCASTING ACTIVITIES	1
B TELEVISION BROADCASTING ACTIVITIES	*
C RADIO BROADCASTING ACTIVITIES	*
D WRITING	26
E EDITING	21
F COMMUNITY RELATIONS	5
G MEDIA RELATIONS	9
H INTERNAL INFORMATION	7
I PHOTOGRAPHY	8
J PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	11
K PERFORMING TRAINING ACTIVITIES	2
L PERFORMING GENERAL ADMINISTRATIVE ACTIVITIES	4
M PERFORMING GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	1
N PERFORMING MOBILITY AND CONTINGENCY ACTIVITIES	4

* Denotes less than 1 percent

NOTE: Columns may not add up to 100 percent due to rounding

TABLE 10
REPRESENTATIVE TASKS PERFORMED BY ALL 3N031 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=67)
D144 Conduct face-to-face interviews for print	93
D145 Conduct telephone interviews for print	91
D176 Write feature stories for print	90
D179 Write news articles	90
D173 Write cutlines	88
D152 Obtain cutline information	88
D147 Determine sources to be interviewed	88
E191 Check copy for style	87
D177 Write headlines	85
D148 Follow up news leads	85
D165 Schedule interviews for articles	82
D146 Coordinate accuracy of information content with subject-matter experts	82
E202 Edit feature articles	81
E200 Edit cutlines	81
E192 Copyedit materials for publication or release	79
I497 Shoot news photographs	79
D156 Research backgrounds for interviews	79
E204 Edit news articles	78
E203 Edit headlines	78
D163 Rewrite headlines	78
E194 Design newspaper layouts	76
I464 Arrange for still, action, or group photographs	76
I470 Crop and scale photographs	76
E215 Proofread cutlines	75
D189 Write stories for photo features	73
D162 Rewrite copy to update articles	73
I498 Take still, action, or group photographs	73
E225 Select photographs or graphics for publication	72
D187 Write sports stories for print	70
E206 Edit newspapers or magazines	70
D169 Write captions	70
E224 Select copy for various news, sports, or feature pages	67
I495 Shoot picture stories	66
E201 Edit editorials	66
I466 Coordinate photo requirements with photo support units	64
E209 Edit sports, other than sports inserts	63
L686 Answer routine public affairs telephone calls	60

* Average Number of Tasks Performed - 93

TABLE 11
REPRESENTATIVE TASKS PERFORMED BY ACTIVE DUTY 3N031 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=65)
D144 Conduct face-to-face interviews for print	92
D145 Conduct telephone interviews for print	91
D176 Write feature stories for print	89
D179 Write news articles	89
D173 Write cutlines	88
D152 Obtain cutline information	88
D147 Determine sources to be interviewed	88
E191 Check copy for style	86
D177 Write headlines	85
D148 Follow up news leads	85
E202 Edit feature articles	82
D165 Schedule interviews for articles	82
E200 Edit cutlines	82
D146 Coordinate accuracy of information content with subject-matter experts	82
E192 Copyedit materials for publication or release	78
E204 Edit news articles	78
E203 Edit headlines	78
I497 Shoot news photographs	78
D156 Research backgrounds for interviews	78
D163 Rewrite headlines	77
E194 Design newspaper layouts	75
I464 Arrange for still, action, or group photographs	75
I470 Crop and scale photographs	75
D151 Localize news service materials	75
E215 Proofread cutlines	74
D189 Write stories for photo features	72
E206 Edit newspapers or magazines	72
D162 Rewrite copy to update articles	72
I498 Take still, action, or group photographs	72
D187 Write sports stories for print	71
E225 Select photographs or graphics for publication	71
D169 Write captions	69
I475 Download digital photographs	68
E201 Edit editorials	66
E224 Select copy for various news, sports, or feature pages	66
E209 Edit sports, other than sports inserts	65
I466 Coordinate photo requirements with photo support units	65
I495 Shoot picture stories	65
L686 Answer routine public affairs telephone calls	60
E212 Proofread articles for print media	60

* Average Number of Tasks Performed - 91

TABLE 12
REPRESENTATIVE TASKS PERFORMED BY ALL 3N051 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=132)
D145 Conduct telephone interviews for print	89
D144 Conduct face-to-face interviews for print	88
D179 Write news articles	87
D152 Obtain cutline information	87
D165 Schedule interviews for articles	86
D147 Determine sources to be interviewed	86
D176 Write feature stories for print	83
D146 Coordinate accuracy of information content with subject-matter experts	83
D173 Write cutlines	83
D148 Follow up news leads	80
E191 Check copy for style	77
I498 Take still, action, or group photographs	77
I464 Arrange for still, action, or group photographs	77
D160 Research print information for news, sports, feature stories, or editorials	75
D151 Localize news service materials	75
E192 Copyedit materials for publication or release	73
D177 Write headlines	73
D162 Rewrite copy to update articles	73
I497 Shoot news photographs	72
E202 Edit feature articles	71
D156 Research backgrounds for interviews	71
L686 Answer routine public affairs telephone calls	70
D163 Rewrite headlines	70
E204 Edit news articles	69
D189 Write stories for photo features	67
E200 Edit cutlines	67
E215 Proofread cutlines	67
D161 Review print media for articles of interest for story ideas	67
D169 Write captions	67
D164 Rewrite stories, other than to comply with host country sensitivities	66
I470 Crop and scale photographs	65
E194 Design newspaper layouts	64
E203 Edit headlines	64
I466 Coordinate photo requirements with photo support units	64
H450 Request photographic support	64
D159 Research electronic information for news, sports, feature stories, or editorials	63
E225 Select photographs or graphics for publication	61
E201 Edit editorials	61
D187 Write sports stories for print	59

* Average Number of Tasks Performed - 133

TABLE 13
REPRESENTATIVE TASKS PERFORMED BY ACTIVE DUTY 3N051 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=118)
D145 Conduct telephone interviews for print	89
D144 Conduct face-to-face interviews for print	88
D179 Write news articles	86
D152 Obtain cutline information	86
D165 Schedule interviews for articles	86
D176 Write feature stories for print	85
D146 Coordinate accuracy of information content with subject-matter experts	85
D147 Determine sources to be interviewed	85
D173 Write cutlines	84
D148 Follow up news leads	80
E191 Check copy for style	79
I464 Arrange for still, action, or group photographs	79
E192 Copyedit materials for publication or release	75
D177 Write headlines	75
D160 Research print information for news, sports, feature stories, or editorials	75
I498 Take still, action, or group photographs	75
D151 Localize news service materials	75
D162 Rewrite copy to update articles	74
E202 Edit feature articles	73
I497 Shoot news photographs	72
D163 Rewrite headlines	71
D156 Research backgrounds for interviews	71
E204 Edit news articles	70
E200 Edit cutlines	70
E215 Proofread cutlines	70
L686 Answer routine public affairs telephone calls	69
D189 Write stories for photo features	69
D164 Rewrite stories, other than to comply with host country sensitivities	68
D161 Review print media for articles of interest for story ideas	68
E194 Design newspaper layouts	67
E203 Edit headlines	67
I470 Crop and scale photographs	67
I466 Coordinate photo requirements with photo support units	66
H450 Request photographic support	65
E201 Edit editorials	64
D159 Research electronic information for news, sports, feature stories, or editorials	64
D187 Write sports stories for print	62
E225 Select photographs or graphics for publication	62
E209 Edit sports, other than sports inserts	52

* Average Number of Tasks Performed - 135

TABLE 14
REPRESENTATIVE TASKS PERFORMED BY RESERVE 3N051 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=14)
D179 Write news articles	93
I498 Take still, action, or group photographs	93
D152 Obtain cutline information	93
D147 Determine sources to be interviewed	93
D144 Conduct face-to-face interviews for print	86
D145 Conduct telephone interviews for print	86
D165 Schedule interviews for articles	86
L686 Answer routine public affairs telephone calls	79
D148 Follow up news leads	79
D160 Research print information for news, sports, feature stories, or editorials	79
D176 Write feature stories for print	71
I497 Shoot news photographs	71
D156 Research backgrounds for interviews	71
D146 Coordinate accuracy of information content with subject-matter experts	71
I493 Shoot photos for official awards ceremonies or presentations	71
D155 Research information in pamphlets or fact sheets for stories	71
G346 Escort news media representatives	71
I492 Shoot personality photos	71
I474 Develop theme of pictures or picture stories	71
D173 Write cutlines	71
D167 Write articles for newsletters	64
E191 Check copy for style	64
I464 Arrange for still, action, or group photographs	64
I495 Shoot picture stories	64
I494 Shoot photos of social events or meetings	64
D180 Write news releases based on written materials	64
D184 Write releases for print media	64
E204 Edit news articles	57
E202 Edit feature articles	57
F260 Escort groups or organizations during open houses or CADs	57
D161 Review print media for articles of interest for story ideas	57
E192 Copyedit materials for publication or release	50
H450 Request photographic support	50
I471 Crop and size proofs	50
I478 Maintain photo and negative files	50
I466 Coordinate photo requirements with photo support units	43
M731 Pick up or deliver equipment, tools, parts, or supplies	36
H439 Maintain rosters of UPARs	36
M722 Issue or log turn-ins of equipment, tools, parts, or supplies	21
M735 Store equipment, tools, parts, or supplies	21

* Average Number of Tasks Performed - 118

TABLE 15

TASKS WHICH BEST DIFFERENTIATE BETWEEN ALL DAFSC 3N031 AND DAFSC 3N051 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS			
	DAFSC 3N031 (N=67)	DAFSC 3N051 (N=132)	DIFF
A4 Broadcast emergency spot announcements	70	4	66
D145 Conduct telephone interviews for print	0	88	-88
D144 Conduct face-to-face interviews for print	0	88	-88
D165 Schedule interviews for articles	0	86	-86
D152 Obtain cutline information	2	87	-85
D179 Write news articles	4	87	-83
D176 Write feature stories for print	0	83	-83
D173 Write cutlines	0	83	-83
I498 Take still, action, or group photographs	0	77	-77
I464 Arrange for still, action or group photographs	2	77	-75
D177 Write headlines	0	73	-73
E202 Edit feature articles	0	71	-71
I497 Shoot news photographs	2	72	-70
E200 Edit cutlines	0	67	-67
D189 Write stories for photo features	0	67	-67
D169 Write captions	0	67	-67
E192 Copyedit materials for publication or release	6	73	-67
E204 Edit news articles	2	69	-67
D146 Coordinate accuracy of information content with subject-matter experts	17	83	-66
E215 Proofread cutlines	2	67	-65

TABLE 16

TASKS WHICH BEST DIFFERENTIATE BETWEEN ACTIVE DUTY DAFSC 3N031 AND DAFSC 3N051 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 3N031 (N=31)	DAFSC 3N051 (N=118)	DIFF		
			72	52	20
E206 Edit newspapers or magazines					
K658 Conduct public affairs-specific OJT			2	28	-26
D174 Write editorials	27	53	-26		
H418 Determine content of internal information products	20	44	-24		
G375 Receive and record media queries	11	35	-24		
G338 Coordinate replies to news media inquiries with appropriate personnel	11	35	-24		
G367 Prepare responses to media queries	6	29	-23		
F245 Coordinate installation tours for community members with appropriate agencies	6	29	-23		
G333 Coordinate news media interviews with appropriate agencies	5	27	-22		
G320 Assemble media kits	9	31	-22		
J532 Determine target audiences for distribution of informational products	8	30	-22		
J527 Counsel personnel concerning public affairs matters	9	30	-21		
F266 Evaluate or respond to queries from local community	9	30	-21		
J535 Determine or establish work assignments or priorities	17	38	-21		
H410 Coordinate publication distributions or deliveries with appropriate agencies	17	38	-21		
G316 Arrange for media to interview spokespersons	8	29	-21		
G341 Determine distribution of news releases	6	27	-21		
H406 Coordinate internal information programs with appropriate personnel	12	33	-21		
G323 Brief local media	8	28	-20		
H430 Evaluate performance of publishers	14	34	-20		

TABLE 17
REPRESENTATIVE TASKS PERFORMED BY ALL 3N071 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=144)
D144 Conduct face-to-face interviews for print	87
D179 Write news articles	84
D145 Conduct telephone interviews for print	84
D173 Write cutlines	83
D147 Determine sources to be interviewed	82
L686 Answer routine public affairs telephone calls	81
E191 Check copy for style	81
D146 Coordinate accuracy of information content with subject-matter experts	81
D177 Write headlines	79
D152 Obtain cutline information	79
D176 Write feature stories for print	78
E204 Edit news articles	78
D148 Follow up news leads	78
E192 Copyedit materials for publication or release	76
I464 Arrange for still, action, or group photographs	76
E202 Edit feature articles	75
E212 Proofread articles for print media	75
D165 Schedule interviews for articles	75
D169 Write captions	74
E215 Proofread cutlines	74
D180 Write news releases based on written materials	72
I498 Take still, action, or group photographs	71
E200 Edit cutlines	71
D184 Write releases for print media	70
E203 Edit headlines	69
D161 Review print media for articles of interest for story ideas	69
D162 Rewrite copy to update articles	68
J599 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	67
D156 Research backgrounds for interviews	67
E225 Select photographs or graphics for publication	65
D167 Write articles for newsletters	65
D163 Rewrite headlines	65
D160 Research print information for news, sports, feature stories, or editorials	65
D151 Localize news service materials	63
D189 Write stories for photo features	60
E194 Design newspaper layouts	57
E206 Edit newspapers or magazines	54
E216 Proofread galleys or pages	53
L689 Coordinate electronic text transfer, such as internet or e-mail, with appropriate personnel	53

* Average Number of Tasks Performed - 192

TABLE 18
REPRESENTATIVE TASKS PERFORMED BY ACTIVE DUTY 3N071 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=82)
L686 Answer routine public affairs telephone calls	80
D144 Conduct face-to-face interviews for print	80
D179 Write news articles	79
D145 Conduct telephone interviews for print	77
D173 Write cutlines	77
E191 Check copy for style	76
D146 Coordinate accuracy of information content with subject-matter experts	76
D147 Determine sources to be interviewed	74
J599 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	72
D152 Obtain cutline information	72
E192 Copyedit materials for publication or release	71
E204 Edit news articles	71
I464 Arrange for still, action, or group photographs	71
D148 Follow up news leads	70
D176 Write feature stories for print	68
I498 Take still, action, or group photographs	68
E215 Proofread cutlines	68
D177 Write headlines	68
D184 Write releases for print media	67
D165 Schedule interviews for articles	66
E212 Proofread articles for print media	66
E202 Edit feature articles	65
E200 Edit cutlines	65
D169 Write captions	65
J527 Counsel personnel concerning public affairs matters	63
L689 Coordinate electronic text transfer, such as internet or e-mail, with appropriate personnel	61
D161 Review print media for articles of interest for story ideas	60
E203 Edit headlines	60
D156 Research backgrounds for interviews	57
D151 Localize news service materials	55
L687 Compile data for records, reports, logs, or trend analyses	50
L698 Initiate requests for TDY orders	50
J551 Draft budget requirements	50
M719 Initiate requisitions for equipment, tools, parts, or supplies	49
J535 Determine or establish work assignments or priorities	49
F231 Arrange service participation in community activities	46
F291 Provide public affairs assistance to recruiters	41

* Average Number of Tasks Performed - 203

TABLE 19
REPRESENTATIVE TASKS PERFORMED BY RESERVE 3N071 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=26)
D152 Obtain cutline information	100
D177 Write headlines	100
D144 Conduct face-to-face interviews for print	96
D173 Write cutlines	96
D147 Determine sources to be interviewed	96
E191 Check copy for style	92
E202 Edit feature articles	92
E204 Edit news articles	92
D176 Write feature stories for print	92
E215 Proofread cutlines	92
E200 Edit cutlines	92
I498 Take still, action, or group photographs	92
D148 Follow up news leads	92
D165 Schedule interviews for articles	92
D146 Coordinate accuracy of information content with subject-matter experts	92
D151 Localize news service materials	92
D145 Conduct telephone interviews for print	92
E212 Proofread articles for print media	88
D179 Write news articles	88
L686 Answer routine public affairs telephone calls	88
E203 Edit headlines	88
I497 Shoot news photographs	88
D162 Rewrite copy to update articles	88
D156 Research backgrounds for interviews	88
D161 Review print media for articles of interest for story ideas	88
D163 Rewrite headlines	88
D160 Research print information for news, sports, feature stories, or editorials	88
D180 Write news releases based on written materials	85
E225 Select photographs or graphics for publication	85
D164 Rewrite stories, other than to comply with host country sensitivities	85
D169 Write captions	85
E192 Copyedit materials for publication or release	81
I493 Shoot photos for official awards ceremonies or presentations	81
I495 Shoot picture stories	81
E206 Edit newspapers or magazines	81
D189 Write stories for photo features	81
E216 Proofread galley or pages	77
J599 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	77

* Average Number of Tasks Performed - 217

TABLE 20
REPRESENTATIVE TASKS PERFORMED BY GUARD 3N071 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=36)
D144 Conduct face-to-face interviews for print	94
D145 Conduct telephone interviews for print	94
D179 Write news articles	92
D176 Write feature stories for print	92
D177 Write headlines	89
E225 Select photographs or graphics for publication	89
D148 Follow up news leads	89
D173 Write cutlines	89
D147 Determine sources to be interviewed	89
E191 Check copy for style	86
E204 Edit news articles	86
E212 Proofread articles for print media	86
E202 Edit feature articles	86
D169 Write captions	86
D146 Coordinate accuracy of information content with subject-matter experts	86
E192 Copyedit materials for publication or release	83
E194 Design newspaper layouts	83
D167 Write articles for newsletters	83
D165 Schedule interviews for articles	83
D152 Obtain cutline information	81
D162 Rewrite copy to update articles	81
D163 Rewrite headlines	81
I464 Arrange for still, action, or group photographs	81
D180 Write news releases based on written materials	81
E203 Edit headlines	78
D161 Review print media for articles of interest for story ideas	78
L686 Answer routine public affairs telephone calls	75
E215 Proofread cutlines	75
E227 Select type style for use in publications	72
H450 Request photographic support	72
I470 Crop and scale photographs	72
D189 Write stories for photo features	69
E200 Edit cutlines	69
I466 Coordinate photo requirements with photo support units	69
E206 Edit newspapers or magazines	64
D164 Rewrite stories, other than to comply with host country sensitivities	64
E219 Proofread newsletters	61
I498 Take still, action, or group photographs	61
E205 Edit newsletters	58

* Average Number of Tasks Performed - 150

TABLE 21

TASKS WHICH BEST DIFFERENTIATE BETWEEN ALL DAFSC 3N051 AND DAFSC 3N071 PERSONNEL
 (PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 3N051 (N=132)	DAFSC 3N071 (N=144)	DIFF
E219 Proofread newsletters	19	54	-35
J550 Direct training functions	14	44	-30
E205 Edit newsletters	26	56	-30
J520 Conduct self-inspections or self-assessments	20	50	-30
J527 Counsel personnel concerning public affairs matters	30	59	-29
J573 Evaluate logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	9	37	-28
L698 Initiate requests for TDY orders	13	40	-27
J647 Write public affairs after-action reports on special events	23	50	-27
K678 Schedule training	11	38	-27
J545 Develop self-inspection or self-assessment program checklists	8	34	-26
J503 Advise unit commander on public affairs matters	20	46	-26
J638 Supervise military personnel	17	43	-26
J538 Develop public affairs equipment acquisition estimates	9	35	-26
J631 Submit recommendations concerning future public affairs activities	12	37	-25
G381 Review releases for security, accuracy, policy, and propriety	22	47	-25
J604 Plan public affairs office procedures in contingency situations	8	33	-25
J551 Draft budget requirements	8	33	-25
J508 Assign personnel to work areas or duty positions	10	35	-25
K665 Develop or maintain training records	12	37	-25
K679 Schedule personnel for training	13	38	-25
J548 Develop or establish work schedules	15	39	-24

TABLE 22

TASKS WHICH BEST DIFFERENTIATE BETWEEN ACTIVE DUTY DAFSC 3N051 AND DAFSC 3N071 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 3N051 (N=118)	DAFSC 3N071 (N=82)	DIFF
J551 Draft budget requirements	8	50	-42
J520 Conduct self-inspections or self-assessments	20	59	-39
J624 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	9	46	-37
L698 Initiate requests for TDY orders	14	50	-36
J550 Direct training functions	14	50	-36
J631 Submit recommendations concerning future public affairs activities	10	46	-36
J573 Evaluate logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	9	45	-36
J542 Develop public affairs supply usage estimates	3	37	-34
J567 Evaluate budget requirements	9	43	-34
J647 Write public affairs after-action reports on special events	24	58	-34
J538 Develop public affairs equipment acquisition estimates	8	41	-33
J527 Counsel personnel concerning public affairs matters	30	63	-33
J600 Plan briefings, conferences, or workshops	16	49	-33
J545 Develop self-inspection or self-assessment program checklists	8	41	-33
L691 Coordinate requests for TDY orders with appropriate agencies	12	44	-32
J630 Submit budgeting requests	11	43	-31
K665 Develop or maintain training records	13	44	-32
M711 Coordinate supply-related matters with appropriate agencies	18	49	-31
J646 Write plans, operations orders, or annexes	6	37	-31
J614 Provide input for public affairs annex to contingency plans	11	41	-30
J560 Establish or maintain plans, operations orders, or annexes	3	33	-30

TABLE 23

TASKS WHICH BEST DIFFERENTIATE BETWEEN RESERVE DAFSC 3N051 AND DAFSC 3N071 PERSONNEL
 (PERCENT MEMBERS PERFORMING)

TASKS	RESERVE	RESERVE	DIFF
	3N051 (N=14)	3N071 (N=26)	
E206 Edit newspapers or magazines	29	81	-52
D178 Write narratives to accompany visual presentations	7	58	-51
G328 Clear releases to external media	0	50	-50
E215 Proofread cutlines	43	92	-49
E200 Edit cutlines	43	92	-49
A3 Assign stories to reporters	14	61	-47
K678 Schedule training	7	54	-47
G322 Brief agencies on accident or incident procedures	0	46	-46
E203 Edit headlines	43	89	-46
E212 Proofread articles for print media	43	89	-46
E201 Edit editorials	28	73	-45
E205 Edit newsletters	28	73	-45
E222 Review news service materials for local use	28	73	-45
H428 Establish procedures for liaison with Unit Public Affairs Representatives (UPARs)	21	65	-44
E228 Typeset copy and cutlines	21	65	-44
D177 Write headlines	57	100	-43
G338 Coordinate replies to news media inquiries with appropriate personnel	7	50	-43
G327 Clear key message prior to release	0	42	-42
G368 Prepare spokesperson for media opportunities	0	42	-42
G348 Evaluate news conferences, briefings, or interviews	0	42	-42
E216 Proofread galley or pages	36	77	-41

TABLE 24
REPRESENTATIVE TASKS PERFORMED BY ALL 3N090 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=10)
L689 Coordinate electronic text transfer, such as internet or e-mail, with appropriate personnel	100
J599 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	100
M719 Initiate requisitions for equipment, tools, parts, or supplies	100
L686 Answer routine public affairs telephone calls	90
J527 Counsel personnel concerning public affairs matters	90
J518 Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	80
M712 Coordinate maintenance of equipment with appropriate agencies	80
J533 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	70
J600 Plan briefings, conferences, or workshops	70
J580 Evaluate workload requirements	70
J630 Submit budgeting requests	70
J583 Evaluate maintenance or utilization of equipment, tools, parts, supplies, or workspace	70
G378 Release news items to the media	70
E212 Proofread articles for print media	70
J587 Implement public affairs plans	70
E192 Copyedit materials for publication or release	70
E191 Check copy for style	70
J624 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	70
J550 Direct training functions	60
J528 Counsel subordinates concerning personal matters	60
K660 Determine training requirements	60
J573 Evaluate logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	60
J627 Schedule work assignments or priorities	60
M715 Evaluate serviceability of equipment, tools, parts, or supplies	60
J631 Submit recommendations concerning future public affairs activities	60
J567 Evaluate budget requirements	60
J501 Advise on development of public affairs programs	60
J538 Develop public affairs equipment acquisition estimates	60
N751 Coordinate public affairs activities at battle staff during contingency operations	60
G375 Receive and record media queries	60
J593 Interpret policies, directives, or procedures for subordinates	50
J638 Supervise military personnel	50
J561 Establish performance standards for subordinates	50
J649 Write recommendations for awards or decorations	50

*Average Number of Tasks Performed -173

TABLE 25
REPRESENTATIVE TASKS PERFORMED BY ALL 3N000 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=5)
L689 Coordinate electronic text transfer, such as internet or e-mail, with appropriate personnel	80
N797 Review availability status of personnel for deployments	80
J527 Counsel personnel concerning public affairs matters	80
J599 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	80
J551 Draft budget requirements	80
J630 Submit budgeting requests	80
J541 Develop public affairs manpower estimates	80
J528 Counsel subordinates concerning personal matters	80
J576 Evaluate personnel for promotion, demotion, reclassification, or special awards, other than media contest awards	80
J550 Direct training functions	80
L691 Coordinate requests for TDY orders with appropriate agencies	80
J609 Plan deployments of equipment or personnel	80
K656 Conduct training conferences, briefings, or debriefings	80
L698 Initiate requests for TDY orders	80
J631 Submit recommendations concerning future public affairs activities	60
J567 Evaluate budget requirements	60
K653 Brief organizational personnel concerning training programs or matters	60
J507 Approve public affairs budget expenditures	60
J590 Initiate personnel action requests	60
K660 Determine training requirements	60
J617 Provide inputs to Program Objective Memorandum (POM) process	60
L686 Answer routine public affairs telephone calls	60
J593 Interpret policies, directives, or procedures for subordinates	60
N754 Determine specific source of personnel requirements for deployment manning documents	60
J547 Develop or establish work methods or procedures	60
J592 Inspect personnel for compliance with military standards	60
N748 Coordinate deployment of personnel with other MAJCOMs or joint service commands	60
N809 Verify eligibility of tasked personnel for deployment	60
M729 Monitor IMPAC programs	60
J624 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	60
J545 Develop self-inspection or self-assessment program checklists	60
J552 Draft agenda for general meetings, such as staff meetings, briefings, conferences, or workshops	60
L687 Compile data for records, reports, logs, or trend analyses	40

*Average Number of Tasks Performed - 68

DAFSC 3N090/00. Fourteen 9- and CEM-skill level members were included in the survey sample. All 14 of these personnel were Active Duty. Forty-four percent of their time is spent performing supervisory duties, which is expected at these levels. Additionally, very little of their time is spent performing any writing and editing activities. Tables 24 and 25 show the representative tasks performed by all 9- and CEM-skill level personnel. The 9-skill level personnel performed an average of 173 tasks, while the CEM-skill level performed an average of 68 tasks. Most tasks were related to supervising, such as evaluating, developing, and counseling related tasks.

Summary

The Active Duty Public Affairs career ladder progression follows a normal pattern of progression as personnel move from the 3-skill level up through the 7-, 9- and eventually CEM-skill levels. Personnel slowly progress into supervisory duties in the 5-skill level but are still performing mostly writing and editing tasks, while at the 7-skill level they are primarily concerned with supervising personnel. At the 9- and CEM-skill level, personnel are performing mostly supervisory tasks, with very little emphasis on writing and editing responsibilities. On the other hand, ANG and AFRC personnel tend to perform a larger number of writing and editing tasks at the upper skill levels, possibly due to the limited number of personnel in these components.

TRAINING ANALYSIS

Occupational survey data represent one of many sources of information which are used to assist in the development of training programs for career ladder personnel. OSR data useful to training personnel include job descriptions for the various jobs performed within a career ladder, distribution of personnel across career ladder jobs, percentages of personnel performing specific tasks, and percentages of personnel maintaining specific equipment or systems, as well as the difficulty of tasks and TE ratings gathered from senior members of the career ladder.

First-Enlistment Analysis

In this study, there are 85 Public Affairs members in their first enlistment (1-48 months TAFMS), representing 25 percent of the survey sample. As displayed in Table 26, 31 percent of their time is spent performing writing activities, 20 percent of their time is spent performing editing activities and 16 percent of their time is spent performing photography activities. Figure 2 shows that 73 percent of first-enlistment personnel are working in the Writing and Editing Cluster. Additionally, 8 percent are in the Supervisor Cluster, and 7 percent are in community relations. Only 2 percent are in media relations, and 9 percent are not grouped. There were no

TABLE 26

RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES
BY ACTIVE DUTY FIRST-ENLISTMENT AFSC 3N0X1 PERSONNEL

DUTY	AVERAGE PERCENT TIME SPENT (N=85)
D WRITING	31
E EDITING	20
I PHOTOGRAPHY	16
H INTERNAL INFORMATION	8
F COMMUNITY RELATIONS	8
G MEDIA RELATIONS	5
J PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	3
L PERFORMING GENERAL ADMINISTRATIVE ACTIVITIES	2
N PERFORMING MOBILITY AND CONTINGENCY ACTIVITIES	2
M PERFORMING GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	1
A GENERAL BROADCASTING ACTIVITIES	1
C RADIO BROADCASTING ACTIVITIES	1
B TELEVISION BROADCASTING ACTIVITIES	1
K PERFORMING TRAINING ACTIVITIES	*

*Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

3NOX1 FIRST ENLISTMENT JOBS

FIGURE 2

Supervisors

8%

Community
Realations
7%

Media
Relations
2%

Not Grouped
10%

Writing and
Editing
73%

TABLE 27
MOST COMMONLY PERFORMED TASKS
FOR ACTIVE DUTY FIRST-ENLISTMENT 3N0X1 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=362)
D176 Write feature stories for print	86
D144 Conduct face-to-face interviews for print	86
D152 Obtain cutline information	86
D179 Write news articles	85
D173 Write cutlines	85
D145 Conduct telephone interviews for print	85
D147 Determine sources to be interviewed	85
D165 Schedule interviews for articles	82
E191 Check copy for style	81
D146 Coordinate accuracy of information content with subject-matter experts	81
D148 Follow up news leads	79
E192 Copyedit materials for publication or release	78
D177 Write headlines	78
E202 Edit feature articles	75
D160 Research print information for news, sports, feature stories, or editorials	75
E194 Design newspaper layouts	74
I497 Shoot news photographs	74
D151 Localize news service materials	74
D189 Write stories for photo features	73
E204 Edit news articles	73
E200 Edit cutlines	73
I464 Arrange for still, action, or group photographs	73
D163 Rewrite headlines	73
D156 Research backgrounds for interviews	73
E203 Edit headlines	72
D162 Rewrite copy to update articles	72
I470 Crop and scale photographs	72
I498 Take still, action, or group photographs	72
E195 Determine size and type of headlines	69
D169 Write captions	68
I496 Shoot sports photos	68
D161 Review print media for articles of interest for story ideas	68
E215 Proofread cutlines	67
I490 Scan negatives or photographs	67
D155 Research information in pamphlets or fact sheets for stories	67
I495 Shoot picture stories	66
D164 Rewrite stories, other than to comply with host country sensitivities	64
D153 Request input for copy from installation agencies	64
I475 Download digital photographs	62

* Average Number of Tasks Performed - 89

first-enlistment personnel in the Instructor or Resource Managers jobs. This is not surprising, since personnel at the higher skill levels traditionally perform these jobs.

Table 27 displays commonly performed tasks for active duty first-enlistment personnel. The majority of tasks displayed involve writing and editing various publications.

Training Emphasis (TE) and Task Difficulty (TD) Data

TE and TD data are secondary factors that can help technical school personnel decide which entry-level training tasks to emphasize. These ratings, based on the judgments of senior career ladder NCOs at operational units, provide training personnel with a rank ordering of those tasks considered important for first-enlistment airman training (TE), and a measure of the difficulty of those tasks (TD). When combined with data on the percentages of first-enlistment personnel performing tasks, comparisons can be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both task factors (TE and TD), accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high task factor ratings, but low percentages performing may be more appropriately planned for OJT programs within the career ladder. Low task factor ratings may highlight tasks best omitted from training for first-enlistment personnel. This decision must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks.

Table 28 lists the tasks having the highest TE ratings, as well as the percentages of first-job, first-enlistment, and TD ratings for each task. The majority of high TE tasks are performed by high percentages of both groups. Most tasks involve performing writing and editing activities.

Table 29 lists the tasks having the highest TD rating, with the percentages of first-job, first-enlistment, 3-, 5-, and 7-skill level personnel performing, and TE ratings included for each task. The majority of tasks with high difficulty involve traditionally broadcasting tasks. Most of the tasks with high difficulty were performed more often as personnel moved up through the skill levels, with the highest percentage performed by the 7-skill level. Various lists of tasks, accompanied by TD rating, are contained in the Training Extract package and should be reviewed in detail by technical school personnel. For a more detailed explanation of TD and TE ratings, see the Task Factor Administration in the **SURVEY METHODOLOGY** section of this report.

Specialty Training Standard (STS)

A comprehensive review of the STS was made by comparing survey data to STS elements. SMEs matched JI tasks to appropriate STS sections and subsections. A complete computer listing displaying the percent members performing tasks, TE and TD ratings for each task, along with the STS matching, has been forwarded to the school for further review of training documents.

TABLE 28

TECHNICAL TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE)
BY AFSC 3N0X1 PERSONNEL

PERCENT MEMBERS PERFORMING

TASKS	TNG EMP*	1ST JOB	1ST ENL	TASK DIFF**
D177 Write headlines	7.36	89	78	4.11
D179 Write news articles	7.32	91	85	4.52
E191 Check copy for style	7.32	91	81	5.46
D144 Conduct face-to-face interviews for print	6.95	91	86	4.56
E192 Copyedit materials for publication or release	6.91	86	78	5.59
E215 Proofread cutlines	6.91	75	67	3.60
I470 Crop and scale photographs	6.86	80	72	3.82
I497 Shoot news photographs	6.77	80	74	5.40
D176 Write feature stories for print	6.73	93	86	5.17
E203 Edit headlines	6.59	84	72	3.50
D162 Rewrite copy to update articles	6.55	73	72	4.09
E204 Edit news articles	6.55	84	73	4.34
D173 Write cutlines	6.55	91	85	3.14
D145 Conduct telephone interviews for print	6.50	89	85	4.09
E212 Proofread articles for print media	6.45	61	55	4.41
D189 Write stories for photo features	6.45	80	73	4.44
E202 Edit feature articles	6.36	89	75	4.83
E216 Proofread galley or pages	6.36	45	48	4.18

* Mean TE Rating is 2.38 , and Standard Deviation is 1.48 (High TE = 3.86)

** Average TD Rating is 5.00

TABLE 29

TASKS RATED HIGHEST IN TASK DIFFICULTY (TD) BY AFSC 3N0X1 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING						TNG EMP*
	TASK DIFF*	1ST JOB	1ST ENL	3N031	3N051	3N071	
H416 Design WWW pages	7.49	2	7	8	17	18	29
F284 Prepare base closure-related community relations plans	7.39	0	2	2	3	1	0
J629 Serve as public affairs officer	7.22	0	0	2	6	28	21
D150 Ghost-write speeches	7.15	5	6	5	19	27	7
F305 Respond to toxic material incidents	7.11	5	5	3	7	16	21
G386 Serve as official spokesperson	7.09	0	2	5	19	41	29
B071 Direct TV special event programs	7.01	0	0	0	0	1	0
F287 Prepare environmental community relations plans	6.95	2	1	3	1	5	7
J541 Develop public affairs manpower estimates	6.95	0	0	0	1	24	50
N811 Write broadcast annexes to emergency, exercise, contingency, or war plans	6.94	0	0	0	0	1	7
F235 Assist in planning installation open houses or community appreciation days (CADs)	6.90	18	20	25	31	38	29
G372 Provide impromptu interviews to radio, TV, or newspapers reporters	6.89	0	2	0	17	34	21
J612 Prepare strategic public affairs plans	6.89	0	1	0	7	23	7
N812 Write public affairs annexes to emergency, exercise, contingency, or war plans	6.89	2	4	2	7	33	17
J646 Write plans, operations orders, or annexes	6.87	2	2	0	6	37	36
B079 Evaluate quality of TV programs or inserts	6.78	0	1	0	1	0	.77
B068 Direct TV feature programs	6.76	0	0	0	0	1	0
J540 Develop public affairs guidance	6.73	5	8	6	15	45	43
F278 Participate in AICUZ planning process	6.71	0	0	0	1	7	0
J502 Advise public affairs officer or commander on Joint Ethics Regulations	6.66	0	0	0	3	15	0

* Average TD Rating is 5.00

** Mean TE Rating is 2.38, and Standard Deviation is 1.48 (High TE = 3.86)

Typically, tasks which have sufficiently high TE and TD ratings, and are performed by at least 20 percent of personnel in appropriate experience or skill-level groups (such as first-enlistment or 1-48 months TAFMS, and 5- and 7-skill level groups), should be considered for inclusion in the STS. Likewise, tasks with less than 20 percent performing in all of these groups should be considered for deletion from the STS. Eighteen line items from the STS were not supported by 20 percent of personnel. Examples of these items are in Table 30, along with the accompanying JI task and survey data. Training personnel and SMEs should review these areas to determine if inclusion in future revisions to the STS is warranted.

Tasks not matched to any element of the STS are listed at the end of the STS computer listing. These were reviewed to determine if there were any tasks concentrated around any particular functions or jobs. Several of the tasks that were not matched pertained to the World Wide Web.

Examples of technical tasks performed by at least 20 percent of STS target group respondents, but which are not referenced to any STS element, are displayed in Table 31. Training personnel and SMEs should review these and other unreferenced tasks to determine STS inclusion.

JOB SATISFACTION ANALYSIS

An examination of the job satisfaction indicators of various groups can give career ladder managers a better understanding of some of the factors which may affect the job performance of airmen in the career ladder. Questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions were included in the survey booklet to provide indications of job satisfaction.

The Public Affairs survey booklet included questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions. The responses of the current survey sample were then analyzed by making the following comparisons: (1) among TAFMS groups of the Public Affairs career ladder and a comparative sample of personnel from other Mission Equipment Management career ladders surveyed in 1996, and (2) across specialty groups identified in the **SPECIALTY JOBS** section of the report. In addition, the current study also lists job satisfaction for both the ANG and the AFRC.

Table 32 compares first-enlistment (1-48 months TAFMS), second-enlistment (49-96 months TAFMS), and career (97+ months TAFMS) group data to corresponding enlistment groups from other Mission Equipment Management AFSCs surveyed during the previous calendar year. These data give a relative measure of how the job satisfaction of AFSC 3N0X1 personnel compares with similar Air Force specialties. The 1-48 TAFMS group and the 49-96 TAFMS group had much higher job satisfaction than the comparative sample for almost every

TABLE 30

EXAMPLES OF STS ITEMS NOT SUPPORTED BY OSR DATA FOR DAFSC 3N0X1
 (PERCENT MEMBERS PERFORMING)

STS REFERENCE/TASKS	3-LVL PROF CODE	TNG EMP	% MEMBERS PERFORMING			TSK DIF
			1ST (N=85)	5- LVL (N=118)	7- LVL (N=82)	
<i>5b(1) Prepare Job Qualification Standards</i>	<i>K</i>					
K676 Prepare job qualification standards (JQSSs)		1.77	0	3	15	5.46
K661 Develop formal course curricula, plans of instruction (POIs), or specialty training standards (STSs)		1.00	0	2	9	6.33
<i>5b(3)(b) Trainers</i>	<i>-</i>					
Evaluate training methods or techniques of instruction		1.55	0	2	11	5.86
<i>7b(1) Select Type</i>	<i>-</i>					
J628 Select communication planning type, such as strategic or tactical		1.91	0	3	10	5.61
<i>11e Operate Straight Talk Center</i>	<i>K</i>					
H425 Establish or maintain commander's straight-talk lines		2.41	13	13	11	4.83
H426 Establish or maintain public information hotlines		2.27	7	12	11	4.69
H456 Review and update messages for commander's straight-talk lines		1.95	9	14	17	4.48
<i>13h(1) Civic leader file</i>	<i>K</i>					
F272 Maintain civic leader invitation lists		3.50	6	8	13	4.14

TD MEAN = 5.00; SD = 1.00

TE MEAN = 2.38; SD = 1.48

TABLE 31

TECHNICAL TASKS PERFORMED BY 20 PERCENT OR MORE
GROUP MEMBERS BUT NOT REFERENCED BY STS FOR DAFSC 3N0X1

<u>TASKS</u>	PERCENT MEMBERS PERFORMING						
	TNG EMP	1ST JOB	1ST ENL	3N031 (N=65)	3N051 (N=118)	3N071 (N=82)	TSK EMP
D177 Write headlines	7.36	89	78	85	75	68	4.11
D167 Write articles for newsletters	4.73	39	38	32	40	54	3.90
H407 Coordinate military news coverage with military units	4.00	27	28	26	41	34	4.34
J505 Analyze internal audiences	3.82	18	14	18	25	45	5.89
H400 Conduct newcomers' orientation briefings	3.45	9	8	5	12	24	4.57
J503 Advise unit commander on public affairs matters	3.32	2	5	6	20	48	6.13
D178 Write narratives to accompany visual presentations	3.14	11	8	17	15	26	4.88
J510 Assist tenant organizations in public affairs activities	3.14	7	9	11	23	37	4.53
J504 Analyze external audiences	3.09	9	6	9	19	40	6.20
E211 Produce informational graphics for print	3.05	18	24	26	32	27	5.99
H457 Review content of information for posting on WWW pages	3.05	7	9	6	23	44	5.53
J540 Develop public affairs guidance	2.91	5	8	6	15	45	6.73
H414 Coordinate information for publication on World Wide Web (WWW) pages with appropriate agencies	2.86	2	9	8	22	40	6.04
E198 Edit briefs for commanders on major media stories	2.82	5	4	8	8	24	5.77
H444 Monitor content of Air Force WWW pages	2.73	9	14	17	21	34	5.29
D182 Write orientation materials	2.50	5	5	9	13	28	4.51
H448 Provide input for design of WWW pages	2.36	9	12	12	21	38	6.19
F301 Research data for publicity campaigns	2.27	2	5	2	9	22	4.99
H412 Coordinate special events and interest items with other bases	2.27	11	16	11	24	28	5.16
J572 Evaluate job-related suggestions	2.27	5	7	8	21	44	5.20
J629 Serve as public affairs officer	2.23	0	0	2	6	28	7.22

TD MEAN = 5.00; SD = 1.00

job satisfaction indicator; however, both of these TAFMS groups had a lower percentage of personnel indicating reenlistment intentions than did the comparative sample. The 97+ TAFMS group had very similar job satisfaction indicators for all categories.

An examination of job satisfaction data can also reveal the influences performing certain jobs may have on overall job satisfaction. Table 33 presents job satisfaction data for the jobs identified in the career ladder structure for AFSC 3N0X1. Overall, job satisfaction was very high across most specialty jobs with a decrease in job satisfaction for the Resource Managers Job. Job satisfaction was highest for the Supervisors Cluster.

Table 34 demonstrates a comparison between Active Duty, ANG, and AFRC. Job satisfaction for all three components is very similar for most job satisfaction indicators.

When there are issues in an occupation that are not directly addressed in the JI, survey respondents frequently provide write-in comments. The majority of write-in comments dealt with explaining the type of job held, base to which assigned (particularly ANG bases), or expanded upon the specific type of equipment used. Very few comments addressed anything other than the above mentioned topics.

IMPLICATIONS

As explained in the **INTRODUCTION**, this survey was conducted as part of a 5-year cycle and to provide training personnel with current information on the Public Affairs career ladder for use in reviewing current training programs and training documents. Overall job progression is normal and shows a distinct pattern as one moves from the 3- to the 7-skill level. The AFMAN 36-2108 *Specialty Description* broadly describes jobs and tasks being performed. Job satisfaction is high, with the exception of the Resource Managers Job. Analysis of career ladder documents indicate the STS contains a number of unsupported line items and learning objectives, and the exclusion of several tasks that are not referenced by the STS. The unsupported items should be reviewed to determine if their inclusion in future revisions of the STS is warranted.

From the standpoint of data gathered during this OSR, the AFSC 3N0X1 career ladder structure reflects a fairly narrow job structure performed by career ladder members, with most personnel performing a large number of writing and editing tasks. Despite the similarity of work being performed in the career ladder, job progression shows a distinct pattern as one moves from the 3-skill level to the 7-, 9- and CEM-skill levels.

TABLE 32

JOB SATISFACTION INDICATORS FOR ACTIVE DUTY AFSC 3N0X1 TAFMS GROUPS
(PERCENT MEMBERS RESPONDING)

	1-48 MONTHS TAFMS			49-96 MONTHS TAFMS			97+ MONTHS TAFMS		
	AFSC 3N0X1 (N=85)	COMP SAMPLE (N=140)	AFSC 3N0X1 (N=45)	COMP SAMPLE (N=106)	AFSC 3N0X1 (N=134)	COMP SAMPLE (N=230)	AFSC 3N0X1 (N=134)	COMP SAMPLE (N=230)	
<u>EXPRESSED JOB INTEREST:</u>									
INTERESTING	75	66	91	66	79	76			
SO-SO	14	22	7	23	13	16			
DULL	11	12	2	11	7	8			
<u>PERCEIVED UTILIZATION OF TALENTS:</u>									
FAIRLY WELL TO PERFECTLY	88	78	91	80	88	86			
LITTLE OR NOT AT ALL	12	22	9	20	12	14			
<u>PERCEIVED UTILIZATION OF TRAINING:</u>									
FAIRLY WELL TO PERFECTLY	92	85	89	81	84	81			
LITTLE OR NOT AT ALL	8	15	11	19	16	19			
<u>SENSE OF ACCOMPLISHMENT GAINED FROM WORK:</u>									
SATISFIED	74	69	80	70	71	74			
NEUTRAL	10	15	11	13	8	10			
DISSATISFIED	16	16	9	17	21	16			
<u>REENLISTMENT INTENTIONS:</u>									
YES, OR PROBABLY YES	40	63	60	72	74	73			
NO, OR PROBABLY NO	59	37	40	28	13	5			
PLAN TO RETIRE	1	0	0	0	13	21			

TABLE 33

COMPARISONS OF JOB SATISFACTION INDICATORS FOR MEMBERS OF SPECIALTY JOBS
(PERCENT MEMBERS RESPONDING)

	WRITING AND EDITING (STG064) (N=167)	INSTRUCTOR (STG092) (N=5)	SUPERVISOR (STG059) (N=119)
<u>EXPRESSED JOB INTEREST:</u>			
INTERESTING	78%	80%	92%
SO-SO	14%	20%	7%
DULL	7%	0%	2%
<u>PERCEIVED UTILIZATION OF TALENTS:</u>			
FAIRLY WELL TO PERFECTLY	90%	100%	94%
LITTLE OR NOT AT ALL	10%	0%	6%
<u>PERCEIVED UTILIZATION OF TRAINING:</u>			
FAIRLY WELL TO PERFECTLY	90%	60%	91%
LITTLE OR NOT AT ALL	10%	40%	9%
<u>SENSE OF ACCOMPLISHMENT GAINED FROM WORK:</u>			
SATISFIED	71%	100%	86%
NEUTRAL	11%	0%	3%
DISSATISFIED	17%	0%	11%
<u>REENLISTMENT INTENTIONS:</u>			
YES, OR PROBABLY YES	60%	80%	71%
NO, OR PROBABLY NO	37%	20%	16%
PLAN TO RETIRE	3%	0%	13%

TABLE 33 (CONTINUED)

COMPARISONS OF JOB SATISFACTION INDICATORS BY SPECIALTY JOBS
 (PERCENT MEMBERS RESPONDING)

	COMMUNITY RELATIONS (STG057) (N=16)	MEDIA RELATIONS (STG087) (N=6)	RESOURCE MANAGERS (STG079) (N=8)
<u>EXPRESSED JOB INTEREST:</u>			
INTERESTING	88%	83%	50%
SO-SO	6%	0%	13%
DULL	6%	17%	38%
<u>PERCEIVED UTILIZATION OF TALENTS:</u>			
FAIRLY WELL TO PERFECTLY	100%	83%	50%
LITTLE OR NOT AT ALL	0%	17%	50%
<u>PERCEIVED UTILIZATION OF TRAINING:</u>			
FAIRLY WELL TO PERFECTLY	87%	83%	25%
LITTLE OR NOT AT ALL	13%	17%	75%
<u>SENSE OF ACCOMPLISHMENT GAINED FROM WORK:</u>			
SATISFIED	88%	50%	50%
NEUTRAL	6%	0%	25%
DISSATISFIED	8%	50%	25%
<u>REENLISTMENT INTENTIONS:</u>			
YES, OR PROBABLY YES	63%	33%	38%
NO, OR PROBABLY NO	37%	67%	13%
PLAN TO RETIRE	0%	0%	50%

TABLE 34

JOB SATISFACTION INDICATORS FOR ACTIVE DUTY, ANG AND AFRES FOR AFSC 3NOX1 TAFMS GROUPS
(PERCENT MEMBERS RESPONDING)

	ACTIVE DUTY (N=265)	AIR NATIONAL GUARD (N=36)	AIR FORCE RESERVES (N=42)
<u>EXPRESSED JOB INTEREST:</u>			
INTERESTING	80%	86%	88%
SO-SO	12%	11%	10%
DULL	8%	3%	2%
<u>PERCEIVED UTILIZATION OF TALENTS:</u>			
FAIRLY WELL TO PERFECTLY	89%	94%	90%
LITTLE OR NOT AT ALL	11%	6%	10%
<u>PERCEIVED UTILIZATION OF TRAINING:</u>			
FAIRLY WELL TO PERFECTLY	88%	81%	88%
LITTLE OR NOT AT ALL	12%	19%	12%
<u>SENSE OF ACCOMPLISHMENT GAINED FROM WORK:</u>			
SATISFIED	74%	83%	71%
NEUTRAL	9%	8%	5%
DISSATISFIED	17%	8%	24%
<u>REENLISTMENT INTENTIONS:</u>			
YES, OR PROBABLY YES	61%	75%	83%
NO, OR PROBABLY NO	32%	14%	12%

APPENDIX A

**REPRESENTATIVE TASKS PERFORMED BY
MEMBERS OF CAREER LADDER JOBS**

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TABLE A1
 REPRESENTATIVE TASKS PERFORMED
 WRITERS AND EDITORS
 (N=167)

TASKS	PERCENT MEMBERS PERFORMING
D145 Conduct telephone interviews for print	98
D179 Write news articles	97
D144 Conduct face-to-face interviews for print	97
D152 Obtain cutline information	97
D176 Write feature stories for print	96
D173 Write cutlines	96
D165 Schedule interviews for articles	95
D148 Follow up news leads	95
E191 Check copy for style	93
D147 Determine sources to be interviewed	93
D177 Write headlines	93
D146 Coordinate accuracy of information content with subject-matter experts	92
E202 Edit feature articles	90
E204 Edit news articles	89
D163 Rewrite headlines	86
E192 Copyedit materials for publication or release	86
E215 Proofread cutlines	85
E200 Edit cutlines	85
D160 Research print information for news, sports, feature stories, or editorials	85
D156 Research backgrounds for interviews	84
I464 Arrange for still, action, or group photographs	84
E203 Edit headlines	84
D162 Rewrite copy to update articles	84
E194 Design newspaper layouts	83
I498 Take still, action, or group photographs	82
D151 Localize news service materials	82
D155 Research information in pamphlets or fact sheets for stories	81
D169 Write captions	81
D161 Review print media for articles of interest for story ideas	81
I497 Shoot news photographs	80
E255 Select photographs or graphics for publication	79
E195 Determine size and type of headlines	79
D189 Write stories for photo features	79
I470 Crop and scale photographs	78

AVERAGE NUMBER OF TASKS PERFORMED = 97

TABLE A2
REPRESENTATIVE TASKS PERFORMED
TRAINING
(N=5)

TASKS	PERCENT MEMBERS PERFORMING
E191 Check copy for style	100
E192 Copyedit materials for publication or release	100
K658 Conduct public affairs-specific OJT	100
J638 Supervise military personnel	100
L686 Answer routine public affairs telephone calls	100
D148 Follow up news leads	100
K670 Evaluate effectiveness of training programs, plans, or procedures	100
E212 Proofread articles for print media	100
J576 Evaluate personnel for promotion, demotion, reclassification, or special awards, other than media contest awards	100
K667 Evaluate personnel to determine training needs	100
J575 Evaluate personnel for compliance with performance standards	100
K665 Develop or maintain training records	100
K660 Determine training requirements	100
J627 Schedule work assignments or priorities	100
J593 Interpret policies, directives, or procedures for subordinates	100
K671 Evaluate progress of trainees	100
J550 Direct training functions	100
J548 Develop or establish work schedules	100
D154 Research files or libraries for informational materials	100
J527 Counsel personnel concerning public affairs matters	100
J528 Counsel subordinates concerning personal matters	100
D162 Rewrite copy to update articles	100
D146 Coordinate accuracy of information content with subject-matter experts	100
D152 Obtain cutline information	80
J547 Develop or establish work methods or procedures	80
J508 Assign personnel to work areas or duty positions	80
D147 Determine sources to be interviewed	80
J580 Evaluate workload requirements	80
J599 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	80
J645 Write performance reports or supervisory appraisals	80
D160 Research print information for news, sports, feature stories, or editorials	80
J571 Evaluate job or position descriptions	80
K663 Develop training materials or aids	80

AVERAGE NUMBER OF TASKS PERFORMED = 140

TABLE A3
 REPRESENTATIVE TASKS PERFORMED
 SUPERVISORS
 (N=119)

TASKS	PERCENT MEMBERS PERFORMING
D144 Conduct face-to-face interviews for print	95
D179 Write news articles	93
D145 Conduct telephone interviews for print	92
L686 Answer routine public affairs telephone calls	92
D147 Determine sources to be interviewed	92
D146 Coordinate accuracy of information content with subject-matter experts	90
D184 Write releases for print media	90
D176 Write feature stories for print	89
E212 Proofread articles for print media	89
E191 Check copy for style	88
D173 Write cutlines	88
D180 Write news releases based on written materials	87
D152 Obtain cutline information	87
I464 Arrange for still, action, or group photographs	87
E192 Copyedit materials for publication or release	86
D148 Follow up news leads	85
E215 Proofread cutlines	85
D165 Schedule interviews for articles	85
G346 Escort news media representatives	84
D177 Write headlines	84
J599 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	82
G378 Release news items to the media	82
E202 Edit feature articles	82
E204 Edit news articles	82
G324 Brief personnel prior to media visits	82
G326 Brief subjects prior to interview	81
E200 Edit cutlines	81
D169 Write captions	81
G325 Brief visiting media personnel	79
G316 Arrange for media to interview spokespersons	78
H396 Arrange public affairs coverage of events	78
J527 Counsel personnel concerning public affairs matters	78
D161 Review print media for articles of interest for story ideas	78

AVERAGE NUMBER OF TASKS PERFORMED = 271

TABLE A4
 REPRESENTATIVE TASKS PERFORMED
 COMMUNITY RELATIONS
 (N=16)

TASKS	PERCENT MEMBERS PERFORMING
F281 Plan installation tours, other than in-house organizational tours	100
F242 Coordinate community relations projects or activities with appropriate agencies	100
F232 Arrange for military or civilian speakers	100
F233 Assist special interest groups, civic organizations, or agencies, such as Scout or schools	94
F229 Act as liaison with civic, service, and professional groups	94
F231 Arrange service participation in community activities	94
F252 Coordinate Speaker's Bureau requests with appropriate personnel	94
F243 Coordinate community requests and events with protocol	94
F235 Assist in planning installation open houses or community appreciation days (CADs)	94
F246 Coordinate noise complaints with appropriate agencies	94
F237 Compile information to respond to non-media inquiries	88
F303 Respond to noise complaints	88
F258 Document noise complaints	88
F239 Conduct installation tours, other than in-house organizational tours	81
F245 Coordinate installation tours for community members with appropriate agencies	81
F280 Plan community relations projects, activities, or programs	81
F254 Coordinate activities for ceremonial units, such as unit color or honor guard, with appropriate agencies	81
F266 Evaluate or respond to queries from local community	81
D144 Conduct face-to-face interviews for print	81
D145 Conduct telephone interviews for print	81
F276 Make arrangements for special events, such as Armed Forces Day	75
F286 Prepare coordinated responses to community requests	75
F300 Research answers to community inquiries	75
F241 Coordinate civic leader tours with other military installations	75
D147 Determine sources to be interviewed	75
F304 Respond to requests for general information or materials, such as patches	69
F274 Maintain special events calendars	69
F255 Coordinate use of equipment or exhibits in community events with appropriate agencies	69
D179 Determine sources to be interviewed	69

AVERAGE NUMBER OF TASKS PERFORMED = 96

TABLE A5
 REPRESENTATIVE TASKS PERFORMED
 MEDIA RELATIONS
 (N=6)

TASKS	PERCENT MEMBERS PERFORMING
D184 Write releases for print media	100
G333 Coordinate news media interviews with appropriate agencies	100
G311 Arrange media visits to units	100
G326 Brief subjects prior to interviews	100
G316 Arrange for media to interview spokespersons	100
G378 Release news items to the media	100
G315 Arrange transportation or access or media	83
G367 Prepare responses to media queries	83
G346 Escort news media representatives	83
G338 Coordinate replies to news media inquiries with appropriate personnel	83
G351 Log media queries	83
D147 Determine sources to be interviewed	83
G325 Brief visiting media personnel	83
G373 Provide news releases and beepers to media	83
G352 Maintain external media contact or distribution lists	83
D183 Write releases for electronic media	67
D179 Write news articles	67
D144 Conduct face-to-face interviews for print	67
G335 Coordinate public affairs activities with local media and staff elements	67
G341 Determine distribution of news releases	67
D145 Conduct telephone interviews for print	67
G368 Prepare spokesperson for media opportunities	67
G327 Clear key messages prior to release	67
G339 Coordinate arrival of civilian press agencies with appropriate agencies	67
G334 Coordinate news releases with other government agencies	67
G347 Establish ground rules for media visits and interviews	67
D146 Coordinate accuracy of information content with subject-matter experts	67
G330 Coordinate key messages with appropriate agencies	67
G329 Contact sponsors and civilian news media concerning special events	67
G344 Document news media representative visits	67
G353 Maintain external release logs	67
L686 Answer routine public affairs telephone calls	67
G391 Clip and route service-oriented news articles	67
G392 Send service-related clippings of national interest to appropriate headquarters	67

AVERAGE NUMBER OF TASKS PERFORMED = 53

TABLE A6
 REPRESENTATIVE TASKS PERFORMED
 RESOURCE MANAGERS
 (N=8)

TASKS	PERCENT MEMBERS PERFORMING
J574 Evaluate mobility, contingency, disaster preparedness, or unit emergency or alert plans	88
J595 Maintain or update contingency plans, mobility plans, or base support plans	88
J521 Conduct staff assistance visits, inspections, or audits	88
J568 Evaluate inspection report findings or inspection procedures	88
J599 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	75
L686 Answer routine public affairs telephone calls	75
L689 Coordinate electronic text transfers, such as internet or e-mail, with appropriate personnel	75
J614 Provide input for public affairs annex to contingency plans	75
J560 Establish or maintain plans, operations orders, or annexes	75
J567 Evaluate budget requirements	75
J551 Draft budget requirements	75
L698 Initiate requests for TDY orders	75
J546 Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans	75
N799 Review public affairs annexes to emergency, exercise, contingency, or war plans	75
J615 Provide input for public affairs emergency or crisis action plans	75
L691 Coordinate requests for TDY orders with appropriate agencies	75
J593 Interpret policies, directives, or procedures for subordinates	75
J631 Submit recommendations concerning future public affairs activities	75
J646 Write plans, operation orders, or annexes	75
J587 Implement public affairs plans	75
J573 Evaluate logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	75
J541 Develop public affairs manpower estimates	75
N754 Determine specific source of personnel requirements for deployment manning documents	75
N748 Coordinate deployment of personnel with other MAJCOMs or joint service commands	75
N750 Coordinate mobility exercise or contingency requirements with appropriate agencies	75

AVERAGE NUMBER OF TASKS PERFORMED = 97